

Program Approval

I. General Information

A. **Institution** Kansas State University

B. Program Identification

Degree Level: Master's
Program Title: Marketing Science
Degree to be Offered: Master of Science
Responsible Department or Unit: College of Business Administration/Marketing Department
CIP Code: 52.1302 Business Statistics
Modality: Online
Proposed Implementation Date: Fall 2026

Total Number of Semester Credit Hours for the Degree: 30

II. **Clinical Sites: Does this program require the use of Clinical Sites?** No

III. Justification

In today's rapidly evolving digital landscape, there is an urgent need for a comprehensive digital marketing program that equips students with cutting-edge skills and knowledge (Chaffey & Ellis-Chadwick, 2019). While traditional marketing roles persist, a critical skills gap has emerged due to the rapid advancement of technology, the rise of social media platforms, the increasing importance of data analytics, and the shift towards personalized and automated marketing strategies (Kannan & Li, 2017; Lamberton & Stephen, 2016).

Kansas State University's Center for Academic Innovation has identified this misalignment and awarded \$229,796 to the Department of Marketing to develop a master's degree in marketing technology and analytics to bridge this divide. This program addresses three specific, unmet needs:

1. **The Critical Skills Gap** - Advanced skills are essential for staying competitive in a crowded marketplace, yet many current marketing professionals lack the technical fluency to make informed decisions that align with modern consumer expectations (Leeflang et al., 2014; Saura et al., 2017). This program fills the void by blending theoretical knowledge with practical application, ensuring graduates are not just academically prepared but also industry-ready.
2. **Regional Talent Shortage** - Demand is surging for specialized roles that combine marketing with technology. Between 2018 and 2022, marketing technology jobs grew by 51% (from 246,025 to 372,581), and the growth for marketing manager jobs was positive at 42% from 2018 to 2023 (Bellamy, 2023). Within a nine-state region—including Arkansas, Oklahoma, and Kansas—unique marketing technology job postings experienced over 100% growth. Current educational offerings in the region have not kept pace with this localized explosion in demand.
3. **Economic and Professional Mobility** - There is a clear need for higher-earning pathways for both marketing and STEM professionals. The median annual earnings for selected marketing occupations are \$63,918, with four specific occupations exceeding \$95,000 (Bellamy, 2023). By offering an 11-course curriculum in 8-week intervals, this program provides a needed accelerated pathway for:
 - o **Current employees and recent graduates** seeking to enhance job market competitiveness.
 - o **STEM professionals** looking to apply technical expertise to emerging marketing tools and consumer behavior strategies.

The program equips learners with skills in strategic marketing initiatives, marketing analytics, and effective

communication. Students gain hands-on experience in Search Engine Optimization, social media, and data analysis, to name a few, preparing them for immediate contributions in marketing roles. This comprehensive training enhances competitiveness for current employees, recent graduates, and individuals from STEM fields.

The program's structure, blending theoretical knowledge with practical application through hands-on projects and real-world applications, ensures that graduates are not just academically prepared but also industry ready. This approach aligns with the growing demand for marketing professionals who can seamlessly transition from classroom to workplace.

By approving this program, Kansas State will be at the forefront of digital marketing education, offering a curriculum that is not only current but also forward-looking. It will attract ambitious students seeking a comprehensive and practical education in digital marketing, ultimately producing graduates who are highly sought after by employers and well-equipped to drive marketing innovation in their future careers.

IV. Program Demand: Survey of Student Interest

Number of surveys administered:	320
Number of completed surveys returned:	130
Percentage of students interested in program: ...	58%

A survey of students who were taking business courses in the College of Business were surveyed in the fall of 2024. The results indicated 58% or 76 students rated “very interested” or “somewhat interested” on a scale from one to five. Importantly, close to one-third (31.5%, 24) were “very interested” in a master’s in marketing science that focuses on marketing technology and analytics.

B. Market Analysis

Before providing details of the market analysis, it is important to explain that in the research we conducted it did not reveal *any* comprehensive marketing master’s degree that teaches specialized skills in *both* marketing technology and analytics. In a survey of master’s courses of business with a marketing concentration or marketing specific degree program, they either concentrate on analytics or, in a few cases, marketing technology.

The Marketing Science master’s degree program grew out of our undergraduate Marketing Technology Certificate. The certificate program started in the fall of 2022 and has grown to 64 undergraduates. It is one of its kind, with the curriculum guided by industry marketing specialists. In the program, students gain a deep understanding of marketing technology and learn to create and optimize marketing activities. Students earn industry certifications from HubSpot, Google Analytics and Semrush, which are highly valued by marketers. These skills are desired by employers. Faculty who are teaching in this undergraduate program, who also have the same industry certifications, will teach in the master’s program.

In an investigation conducted by K-State’s Business Intelligence and Analysis March 2023 report, the market research identified institutions with master’s programs with general topics in marketing or concentrations in special marketing topics such as digital marketing, as indicated in the table below by the program name. For your convenience, the table lists the universities and the associated hyperlinks that can provide additional information.

One program currently being offered by a KBOR Regent Institution, which might appear on the surface similar to the K-State’s Master’s in Marketing Science program, is the University of Kansas’ master’s in [Digital and Integrated Marketing Communications](#). Its curriculum is focused on communications in digital marketing centering on effective messaging and audience engagement, while K-State’s proposed Masters in Marketing Science extends these concepts and covers a wider array of marketing techniques, tools and importantly, analytics for strategic activities to benefit marketing’s return-on-investment.

K-State’s Masters of Marketing Science program, unlike traditional marketing programs, delivers a cutting-edge marketing technology and analytic curriculum that combines practical skills with innovative strategies, focusing on real-world applications and emerging trends ensuring our graduates are highly employable.

Institution	Program Name
Northwestern University	Integrated Marketing Communications
Southern New Hampshire University	Master's in Marketing
Florida International University	Master's in Marketing
Johns Hopkins University	Master's in Marketing
The University of Alabama	Master's in Marketing
Full Sail University	Master's in Digital Marketing
University of Toledo	MBA with Marketing specialization
Vanderbilt University	Master's in Marketing
University of Pennsylvania	MBA with Marketing specialization
Texas A & M University-College Station	Master's in Marketing
Nova Southeastern University	MBA in Marketing
Liberty University	Master's in Marketing
The University of Texas at Dallas	Master's in Marketing
University of Phoenix-Arizona	N/A
University of South Florida	Master's in Marketing
Hofstra University	Master's in Marketing
University of Illinois Urbana-Champaign	MBA in Digital Marketing; Master's of Management-Digital Marketing
University of Houston	Master's in Marketing
University of Cincinnati-Main Campus	Master's in Marketing
Texas A & M University-Commerce	Master's in Marketing and Marketing Analytics
DePaul University	Master's in Marketing; Master's in Marketing Analysis
University of Colorado Denver/Anschutz Medical Campus	Master's in Marketing
Stony Brook University	MBA in Marketing
California Lutheran University	MBA in Marketing
Emerson College	Master's in Marketing
Goldey-Beacom College	MBA, Marketing Management Track
Sacred Heart University	Master's in Digital Marketing
Georgia State University	Master's in Marketing
University of Notre Dame	N/A
Santa Clara University	Master's in Marketing
Grand Canyon University	MBA in Marketing
Franklin University	Master's in Marketing & Communication
Pace University	Master's in Marketing, Social Media and Mobile Marketing
Saint Joseph's University	Master's in Marketing
Yeshiva University	Master's in Digital Marketing and Media

Golden Gate University-San Francisco	MBA with Marketing concentration; M.S. in Business Analytics with Marketing concentration
Molloy College	MBA with Marketing concentration
Dallas Baptist University	MBA with Marketing concentration
Bellevue University	Master's in Strategic Marketing
Walden University	Master's in Marketing

V. Projected Enrollment for the Initial Three Years of the Program

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	5		150	
Year 2	10		300	
Year 3	15		450	

VI. Employment

According to Kansas State University Masters in Marketing Market Demand Report by K-State Business Intelligence & Analysis, March 2023, for the occupations & occupation projections in 2023, there are over 2.6 million related jobs in the United States and those jobs are projected to increase to over 2.8 million by 2028.

The report highlights:

- There are over 2.6 million related marketing jobs in the U.S. in 2023.
- The total number of related jobs is projected to increase eight percent over the next five years (2023 to 2028).
- Eight of the eleven occupations have projected growth that exceeds the five percent growth across all occupations the next five years.
- The median annual earnings for the selected occupations are \$63,918.
- Four occupations have median earnings that are more than \$95,000.

The following is the table supplied in the report.

Occupation	2023 Jobs	2028 Jobs	5-Year Change	5-Year % Change	Average Openings	Median Salary
Market Research Analysts and Marketing Specialists	806,989	903,412	96,423	12%	102,606	\$63,918
Sales Managers	487,160	512,914	25,754	5%	46,301	\$127,504
Computer Occupations, All Other	402,151	435,453	33,302	8%	36,387	\$95,264
Marketing Managers	299,035	320,989	21,954	7%	31,392	\$135,034
Public Relations Specialists	256,178	273,728	17,550	7%	26,535	\$62,795
Interviewers, Except Eligibility and Loan	171,299	170,193	(1,107)	(1%)	23,120	\$37,211
Meeting, Convention, and Event Planners	111,237	121,740	10,503	9%	14,060	\$49,483
Fundraisers	88,089	95,596	7,506	9%	9,855	\$60,674
Advertising and Promotions Managers	25,197	26,678	1,481	6%	2,885	\$127,150
Agents and Business Managers of Artists, Performers, and Athletes	16,109	17,814	1,705	11%	2,106	\$78,416
Survey Researchers	9,690	10,133	443	5%	1,047	\$59,738
Total Selected Occupations	2,673,133	2,888,648	215,515	8%	296,295	\$63,918

VII. Admission and Curriculum

A. Admission Criteria

Admission Requirements:

- All students are required to meet the general university admission requirements.

Additional program requirements:

- Six credits of undergraduate statistics or three credits of graduate statistics
- A cumulative grade point average (GPA) of 3.0 or higher on a 4.0 scale or GPA of 3.0 in the last 60 hours of coursework.

B. Curriculum

Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	SCH
MKTG 710	Digital Marketing Essentials	3
MKTG 715	Mastering Digital Marketing Tactics	3
MKTG 720	Strategic Marketing Planning for Long-Term Success	3
MKTG 725	Market Research Fundamentals: Qualitative and Quantitative Approaches	3
MKTG 730	Mastering Impactful User-Center Design	3

Year 1: Spring

Course #	Course Name	SCH
MKTG 735	Optimizing Content for Superior Customer Experiences	3
MKTG 740	Marketing Technology: Automation and CRM	3
MKTG 745	Data-Driven Marketing: Analytics for Strategic Decisions	3
MKTG 755	Marketing Performance: ROI Measurement and Attribution Modeling	3
MKTG 770	Maximizing ROI Through Data-Driven Strategic Decisions	3

Total Number of Semester Credit Hours 30

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program, if applicable

FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
Esther Swilley	Assoc Professor	Ph.D.	Y	Digital Marketing	.10
Janis Crow	Professor of Practice and Director of the Marketing Master's Program	Ph.D.	N	Digital Marketing, Marketing Technology and Marketing Analytics	.30
Future hire	Professor of Practice	MS/MBA	N	Marketing Technology and Marketing Analytics	.60

Number of graduate assistants assigned to this program **0**

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	\$20,250	\$40,500	\$24,300
Administrators <i>(other than instruction time)</i>	\$57,000	\$57,000	\$57,000
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration <i>(e.g., secretarial)</i>	\$0	\$0	\$0
Fringe Benefits <i>(total for all groups)</i>	\$19,313	\$24,375	\$20,325
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$96,563	\$121,875	\$101,625
Personnel – New Positions			
Faculty			\$125,000
Administrators <i>(other than instruction time)</i>			
Graduate Assistants			
Support Staff for Administration <i>(e.g., secretarial)</i>			
Fringe Benefits <i>(total for all groups)</i>			\$31,250
Other Personnel Costs			
Total Existing Personnel Costs – New Positions			\$156,250
Start-up Costs - One-Time Expenses			
Library/learning resources	\$36,000	\$36,000	\$36,000
Equipment/Technology	\$10,000	\$15,000	\$5,000
Physical Facilities: Construction or Renovation			
Other	\$5,000	\$5,000	\$5,000
Total Start-up Costs	\$51,000	\$56,000	\$46,000
Operating Costs – Recurring Expenses			
Supplies/Expenses			
Library/learning resources	\$10,000	\$15,000	\$5,000
Equipment/Technology			
Travel	\$5,000	\$5,000	\$5,000
Other	\$5,000	\$5,000	\$5,000
Total Operating Costs	\$20,000	\$25,000	\$15,000
GRAND TOTAL COSTS	\$167,563	\$202,875	\$318,875

B. FUNDING SOURCES <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$150,000	\$300,000	\$450,000
Student Fees				
Other Sources	\$229,796			
Balance carried forward		\$229,796	\$212,234	\$309,359
GRAND TOTAL FUNDING	\$229,796	\$379,796	\$512,234	\$759,359
C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		\$212,234	\$309,359	\$440,484

X. Expenditures and Funding Sources Explanations

A. Expenditures

1. Personnel – Reassigned or Existing Positions

The responsibilities of Drs. Swilley and Crow are reassigned to teach the courses for a small salary supplement until a permanent individual is hired to support the program, once the program gains sufficient revenues. Both Dr. Swilley and Crow’s advanced degrees concentrate on digital marketing. Additionally, Dr. Crow has multiple industry certifications in digital marketing and marketing analytics. With the new hire, Dr. Swilley will transition out of teaching master’s courses and return to her previous role, while Dr. Crow and the new hire will continue to teach the master’s courses.

Dr. Crow is the program director responsible for marketing the program, student recruitment and admission, and academic integrity and student success.

2. Personnel – New Positions

The plans are to hire an additional faculty member to primarily teach the master’s courses. The new hire will have specialties in digital marketing and analytics. We will hire this individual when the program gains sufficient resources expected in year three.

3. Start-up Costs – One-Time Expenses

The start-up costs include marketing expenses to create awareness and recruit students. These expenses include paid advertising, digital assets, and travel expenses. The Library/learning resources, along with the Equipment/Technology expenses cover course development and course related materials expenses. Other one-time expenses are for miscellaneous expenses.

4. Operating Costs – Recurring Expenses

Recurring expenses cover maintenance of industry certifications and teaching resources. The travel expenses are to recruit corporate partners and to attend training conferences. Other recurring expenses are for marketing and miscellaneous expenses.

B. Revenue: Funding Sources

As previously mentioned, K-State’s Academic Innovation Center awarded Drs. Swilley and Crow \$229,796 for start-up costs to develop a marketing master’s program in technology and analytics.

Beyond the initial award, tuition will support the program. Tuition is based on a competitive rate of \$1,000 per

student credit hour, which is the midpoint of peer institutions for master’s degrees from Association to Advance Collegiate Schools of Business accredited programs (AACSB), as shown in the table below. More precisely, it is lower than institutions that are closely aligned with the Masters in Marketing Science degree, which are the University of Texas-Dallas and Pace University that are online programs, STEM designated, and focus *either* on marketing technology or analytics. Their student credit hour tuition rates are higher than the proposed K-State Master’s in Marketing Science (University of Texas-Dallas, \$1,866; Pace University, \$1,510).

For-profit	AACSB Accredited		Tuition per credit hour	Market Share	USAToday ranking (MBA online)
N	Y	Boston University	\$2,586	6.9%	102
N	Y	University of Texas-Dallas	\$1,866	NA	12
N	Y	Pace University	\$1,510	NA	107
N	Y	Santa Clara University	\$1,233	2.9%	42
Y	N	LIM College	\$1,179	4.6%	NA
N	Y	Michigan State University	\$1,017	5.1%	NA
N	Y	Florida International University	\$995	6.3%	29
Y	N	Full Sail University	\$865	4.4%	NA
N	Y	University of Toledo	\$658	2.9%	112
N	N	Southern New Hampshire University	\$637	9.2%	NA
N	N	Liberty University	\$565	3.8%	NA
N	Y	University of Alabama	\$440	9.1%	55

C. Projected Surplus/Deficit

The money to start the Masters in Marketing Science degree awarded by K-State’s Academic Innovation Fund of \$229,796 will be applied to the first year. Combined with the expected tuition of \$150,000 (5 students x 30 SCH = 150 SCH x \$1,000/SCH = \$150,000) the amount of total funds is \$379,796, less expenses of \$167,563 will leave a balance of \$212,234.

The second year tuition revenues of \$300,000 (10 students x 30 SCH = 300 SCH x \$1,000/SCH = \$300,000) combined with the prior year’s carried forward balance of \$212,234 amounting to \$512,234 in total funding, less expenses of \$202,875 leaves \$309,359 surplus.

In the third year, tuition of \$450,000 (15 students x 30 SCH = 450 SCH x \$1,000/SCH = \$450,000) and the \$309,359 balance carried forward for a total funding of \$759,359, less expenses of \$318,875 will leave a balance of \$440,484 for the next year. Each year’s surplus funds are funneled back into the program to accommodate future growth and program needs.

XI. References

Bellamy, R. (December 2023) MarTech master’s demand report, K-State Market Intelligence & Analysis.

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- Kannan, P. K., & Li, H. (2017). Digital marketing: A framework, review and research agenda. *International Journal of Research in Marketing*, 34(1), 22-45. <https://doi.org/10.1016/j.ijresmar.2016.11.006>
- Lamberton, C., & Stephen, A. T. (2016). A thematic exploration of digital, social media, and mobile marketing: Research evolution from 2000 to 2015 and an agenda for future inquiry. *Journal of Marketing*, 80(6), 146-172. <https://doi.org/10.1509/jm.15.0415>
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